



STRATEGIC FRAMEWORK

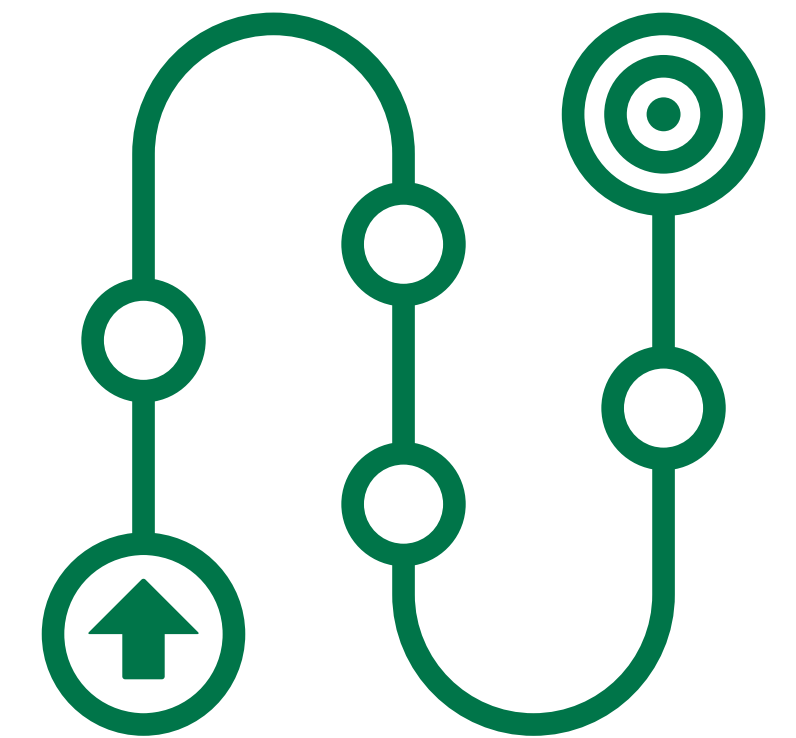
Critical Success Factors

April 13, 2021 • Todd Leopold, Placer County Executive Officer

Strategic Framework - Critical Success Factors



Critical Success Factors Timeline



2018

Foundational
Strategic Work

2019 - 2020

CSF Progress Reports

2021

Evolution
of CSFs

Tracking CSF Progress



Under consideration



Scheduled for 2021 BOS Meeting



Moving ahead, work in progress

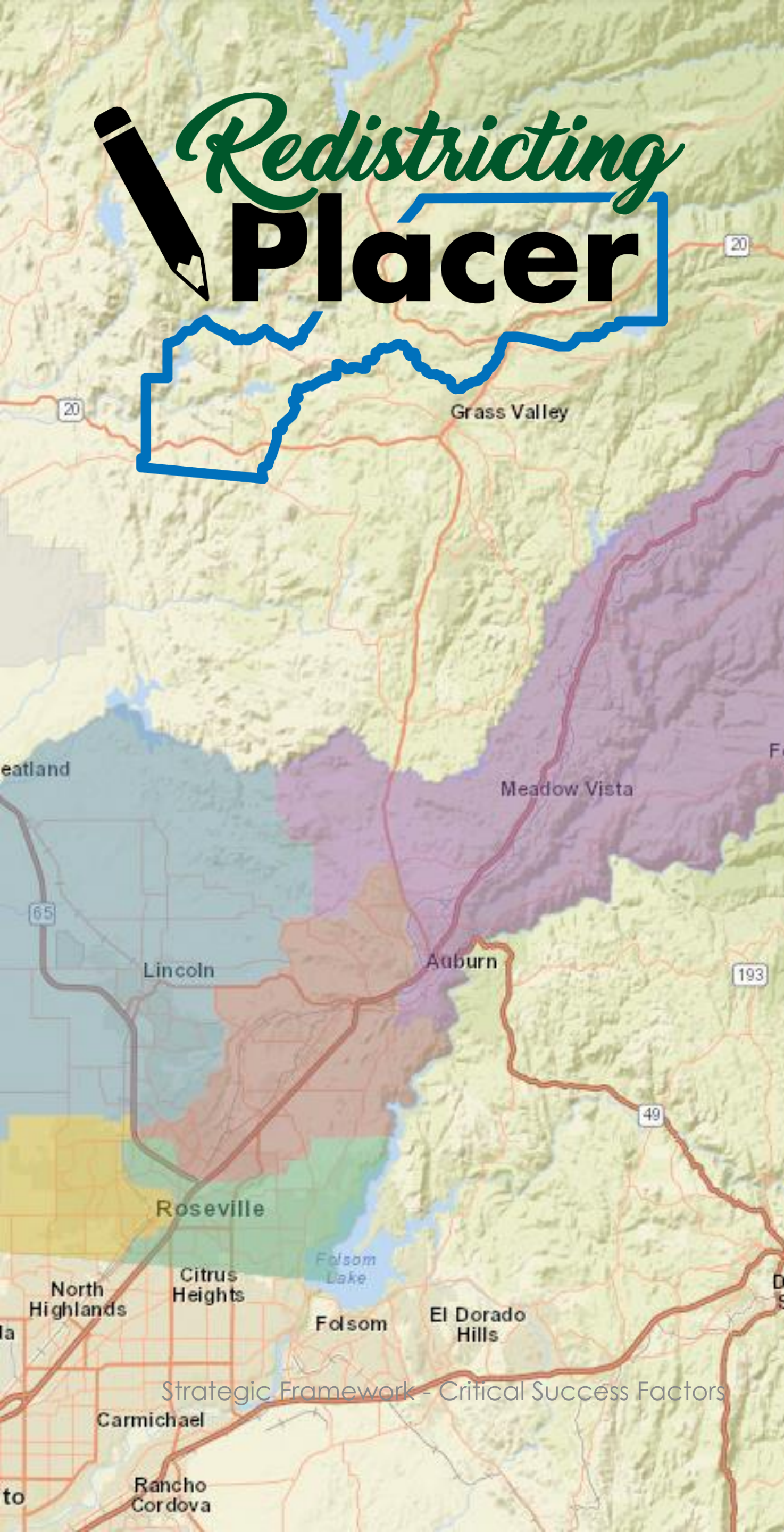


Completed







CRITICAL SUCCESS FACTOR #1

Strategic Relationships & Community Engagement



Strategic Relationships & Community Engagement

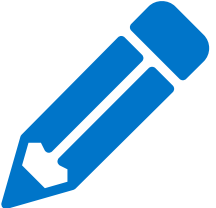
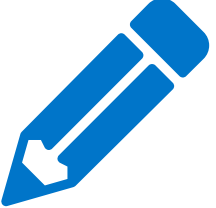
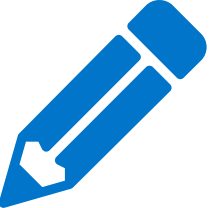

-  Initiate county-wide citizen survey
-  Implement new DA community outreach division
-  Execute 2021 redistricting process for 2022 election filing
-  Advance MAC process improvements/revisions

April 13, 2021





Strategic Relationships & Community Engagement

-  Encourage employee volunteerism to build community connections
-  Strengthen school-to-career partnerships
-  Increase community engagement on county initiatives
-  Develop homeless action plan w/ cities





CRITICAL SUCCESS FACTOR #2

Diversity of Achievable Housing Throughout the County



Diversity of Achievable Housing Throughout the County

- » Expand programs/projects to provide affordable housing
- » Update Housing Element & housing code amendments
- » Pursue deed restriction program



Diversity of Achievable Housing Throughout the County

- » Encourage ADUs/tiny home housing alternatives
- » Advance record expungement efforts that preclude ownership





CRITICAL SUCCESS FACTOR #3

Public Serving Infrastructure & Amenities



Public Serving Infrastructure & Amenities



Adopt Parks Master Plan



Update capital fee program






Complete design/cost estimates for regional infrastructure construction



Form Infrastructure Financing District (IFD) for regional infrastructure funding



Public Serving Infrastructure & Amenities

-  Advance 'One Tahoe' initiative for Basin transportation funding
-  Collaborate with cities on transportation corridors
-  Improve infrastructure to facilitate economic growth



An aerial photograph of a large-scale construction or land clearing project. The foreground shows a wide, cleared dirt area with deep tire tracks. A yellow bulldozer is visible on the left, and a white semi-truck is parked in the lower center. In the background, there are more construction vehicles, including a yellow excavator and several pickup trucks, along with some trees and a residential area under a clear blue sky.

Public Serving Infrastructure & Amenities

- » Execute Facilities CIP
- » Build new HHS building at PCGC
- ✎ Develop VMT threshold in Tahoe Basin
- ✎ Incorporate PC Fire facilities in facility master plan

BUSINESS RESOURCE CENTER

Plan. Launch. Manage. Grow.



CRITICAL SUCCESS FACTOR #4

Outcome-Focused Economic Development

An aerial photograph showing a multi-lane highway interchange with a curved ramp. The surrounding area is a mix of green fields, some industrial buildings, and a clear blue sky with scattered white clouds.

Outcome-Focused Economic Development

- » Update Tourism Master Plan
- » Build on county-cities-chambers COVID partnerships
- » Advance long-term economic drivers, such as CSUS-Placer Center
- » Assess private sector PCGC investments



Outcome-Focused Economic Development

- » Create small business revolving loan fund
- » Implement business retention strategy
- ✎ Propose Eastern Placer TOT renewal
- ✎ Analyze impact of upfront fees on startups



Outcome-Focused Economic Development

- » Advance COVID recovery initiatives:
- Jobs
 - Business
 - Mental health

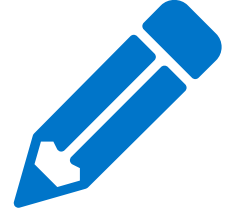







CRITICAL SUCCESS FACTOR #5





Prudent and Comprehensive Financial Planning

Prudent and Comprehensive Financial Planning

-  Refresh community budget guide
-  Optimize federal/state COVID aide to advance county needs
-  Improve county's funded-pension status above 80%
-  Explore health benefit alternatives



Prudent and Comprehensive Financial Planning

-  Evaluate COVID impacts to property assessments
-  Prioritize capital projects in integrated financing plan
-  Increase HHS focus on results-driven contracting/management
-  Create cost-savings idea initiative (like Idea Accelerator)





CRITICAL SUCCESS FACTOR #6

Fiscally Sustainable Public Safety Services

Fiscally Sustainable Public Safety Services

- » Continue fiscal sustainability work of PCF Ad Hoc Committee
- ✎ Assess consolidated dispatch alternatives
- ✎ Implement behavioral health crisis services pilot
- » Revamp Probation programs to scale with term reductions



Fiscally Sustainable Public Safety Services

- » Refresh CJPC priorities in context of legislation/funding issues
- » Implement community prosecution unit to manage QOL crimes
- » Pursue criminal justice reform/programs to reduce recidivism





CRITICAL SUCCESS FACTOR #7





Innovative, Integrated County Services

Innovative, Integrated County Services

- » Adapt post-COVID telework approach
- » Expand online service offerings
- » Leverage county IT solutions to support interdepartmental collaboration
- » Execute multi-disciplinary approach to homelessness



Innovative, Integrated County Services

-  Rebrand CSS programs: income transfer to poverty reduction
-  Advance innovative traffic/transportation solutions
-  Implement succession planning/staff development
-  Track/report on quality-of-life (QOL) indicators





CRITICAL SUCCESS FACTOR #8

Balanced Land-Use Planning & Environmental Stewardship

Balanced Land-Use Planning & Environmental Stewardship



Update General Plan



Participate in Water Forum
renegotiation



Create/implement groundwater
sustainability plan

Maximize wildfire prevention grants
with Firewise Councils

April 13, 2021





Balanced Land-Use Planning & Environmental Stewardship

- » Pursue thoughtful, well-planned development
- ✎ Enhance agricultural marketing (farm to fork)
- ✎ Expand forest health/wildfire prevention/watershed management





Priority BOS Initiatives:

Healthy forest & watershed management

Criminal justice reform/programs to reduce recidivism

Enhanced agricultural marketing: “farm to fork”

Homeless action plan with cities

Regular tracking/reporting on quality-of-life indicators

Sustainable fire protection & EMS services

Traffic congestion: innovative transportation solutions

COVID recovery: mental health, jobs, businesses

Increased community engagement

Thoughtful, well-planned development

Quarterly CSF Workplan Status Updates

Critical Success Factor (CSF) Initiative (* denotes BOS-identified Feb priority)	Dept	Status/Timeline	Funding
Strategic Relationships & Community Engagement			
Initiate County-wide citizen survey	CEO/PIO	New 2021 initiative w/funding TBD	\$50k
Implement new DA community outreach division	DA	New initiative w/proposed FY 21-22 \$	TBD
Execute 2021 redistricting process for 2022 election filing	CDRA/CEO/Clerk	Ongoing with completion in early 2022	N/A
Advance MAC process improvements/revisions	Recorder/Counsel	Ongoing with completion in 2021	N/A
Encourage emp volunteerism to build community connections	BOS/CEO/Counsel	New initiative w/funding/timeline TBD	\$15k
Strengthen school-to-career partnerships	HR	New initiative w/funding/timeline TBD	\$5k
Increase community engagement on County initiatives*	CEO/PIO	CEO to identify desired BOS outcomes	TBD
Develop homeless action plan with cities*	CEO/HHS/PCSO	Ongoing discussion with Placer cities	TBD
Diversity of Achievable Housing			
Expand programs/projects to provide affordable housing	CDRA	Ongoing pending FY 21-22 request	\$500k
Update Housing Element & housing code amendments	CDRA	Ongoing	N/A
Pursue deed restriction program	CDRA	Ongoing pending FY 21-22 request	\$250k
Encourage accessory dwelling units/tiny home hsg alternatives	CDRA	Ongoing	N/A
Advance record expungement efforts that preclude ownership	DA/Probation/PD	Ongoing pending FY 21-22 request	\$150k
Public Serving Infrastructure & Amenities			
Adopt Parks Master Plan	Parks	Pending capital/ops request pending public forum (April), Parks Commission (May) & BOS review (June/July)	TBD
Update capital fee program	CEO/PW	Completion in early 2022	N/A
Complete design/cost estimates for regional infra construction	PW	Ongoing	TBD
Form infra financing district (IFD) for regional infra funding	TTC	Pending Fin Cttee (pending next mtg)	TBD
Advance "One Tahoe" initiative for Basin transportation funding	CEO/PW	Ongoing Tahoe Trans District (TTD) on Basin entry fee proposal w/CA & NV leg	TBD
Collaborate with cities on transportation corridors	CEO/Econ Dev/PW	Ongoing	N/A
Extend/expand infra to facilitate economic growth	CEO/Facilities	Ongoing	N/A
Execute Facilities CIP	CEO/Facilities	Ongoing w/move-in planned for 2023	\$95M



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